

PROGRAM MANAGEMENT CHALLENGE 2009

Independent Reviews Can Be a Valuable
Partner in Program Success

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Discussion Points

Objectives & Stakeholders

Ingredients of a Value Added Review

Project Manager's View & Experiences

Center Director's View & Experience

Associate Administrator's View & Experiences

OBJECTIVES AND STAKEHOLDERS

Independent Review's

Project visibility, cost or other factors dictate

- ▣ Management Plan - One or more Standing Review Committees - Design & Oversight
- ▣ Ad hoc - Problem Solving or Critical Event
- ▣ Committee Composition - Internal or External Stakeholders and/or Customers

Independent Review Stakeholders

- ▣ Project Manager/Program Executive
- ▣ HQ Directorate Associate Administrator
- ▣ Center Director
- ▣ Administrator/PA&E/Chief Engineer
- ▣ Congress/GAO/OMB/OSTP

Independent Review

Stakeholder Objectives

- ▣ Project Management Process Reviews - Gate/Progress/Risk understanding
- ▣ Problem Assessment Reviews- Understand & recover with or without public flogging
 - Technical - Expertise
 - Programmatic - Schedule and Cost Overruns
- ▣ Confidence
 - External opinion
 - " We did everything we can"

INGREDIENTS

Ingredients of a Value Added Review

- Knowledgeable Review Committee, including customer and/or scientific community
- Focused and jointly planned with the Program/Project
- Consolidated conflict free recommendations and actions in context of review objectives
- Timely actions/recommendations - days to weeks after review and not months

PROJECT MANAGER

View From Project Managers Chair

Traditional Viewpoint

- ▣ Standing Reviews
 - Project Management Process
 - ▣ Focuses decisions but always a resource challenge
 - Independent Review Committee's
 - ▣ Necessary evil and can only break-even at best
- ▣ Ad hoc Reviews
 - Educating Committee costly
 - Technical reviews with focused expertise helpful
 - Programmatic review means you are in trouble
 - Confidence reviews can be an opportunity

View From Project Managers Chair

Experiences

- ▣ Project Management Review process are critical to Project Success
- ▣ Process rigor, review members competence & life cycle involvement are critical as exemplified by:
 - ▣ Lewis /STS 49/MARS 98/ HST /Shuttle "Light-Weight" P/L Carrier/ISS Treadmill/.....
- ▣ Center or discipline institutionalized review committees & process help ensure success
- ▣ From Project Managers viewpoint standing IRT value is upward communication

View From Project Managers Chair

Experiences

- ▣ Ad hoc technical reviews can be extremely valuable
 - HST Sensor Bearings/COSTAR Light Baffles
 - Shuttle wiring
- ▣ Ad Hoc Programmatic and Confidence Reviews provide both opportunities and threats for a Project Manager
 - Health of program to stakeholders
 - Communicate need for Senior Management support
 - ▣ HST EVA /Crew assignments
 - ▣ ISS Budget
 - On more than one occasion resulted in a new Project Manager
- ▣ Review Teams are not substitutes for independent test capabilities in the Project Management process
 - ISS MEIT/HST VEST

CENTER DIRECTOR

View From Center Director's Chair

- ▣ Center initiated Review by committee external to Project
 - Independent assessment of Project Plan, resource needs, progress & gate for next phase
 - Problem understanding and resolution
- ▣ Center initiated Review by committee external to the Center
 - Stakeholder buy-in
 - Need help beyond Center resources
- ▣ Stakeholder initiated review by committee external to the Center
 - Confidence
 - Problem understanding and resolution

View From Center Director's Chair

Experience

- ▣ Center standing Systems Review process critical to maintaining technical mission success
- ▣ IPAO beneficial to Project but not to cost control
- ▣ Making stakeholders partners in Center projects critical
 - EOS/EOS DIS/ BoD
- ▣ Independent external review of Institutional operations beneficial
 - Center Reorg/ Laboratory Visiting Committees

ASSOCIATE ADMINISTRATOR

View From Associate Administrator's Chair

- ▣ Reviews generally initiated by AA
 - Internal committee/IPAO
 - External committee
- ▣ Independent reviews provide assessments of
 - Programmatic status & issues
 - Hi -visibility technical risks/concerns
 - Readiness of proposed new Programs
- ▣ Critical independent input for external stakeholders
 - Credibility in question
 - Keep it sold

View From Associate Administrator's Chair Experience

- Independent assessment of programmatic status critical to credibility - external better than internal
 - ISS costs overrun (s)
 - Stafford Committee
- Independent review and recommendations for major technical risks increased AA & stakeholder confidence
 - Shuttle aging/wiring/upgrade priorities
 - X-38 technical approach & cost projections

Closing

- ▣ Reviews are necessary tools that help ensure mission and project success
- ▣ Independent Reviews help manage stakeholders expectations and retain or obtain their support
 - Keep stakeholders informed of problems and what you are doing about them - i.e.; "Top Ten"
 - Make stakeholders partners in the Project/Program at every opportunity
- ▣ Project Manager's need to
 - Maximize the value toward mission success of standing reviews
 - Manage stakeholders expectation so that they reduce the number of non-value added ad hoc reviews